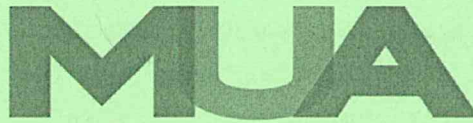


The  
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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF MANAGEMENT AND LEADERSHIP

MML 5101: LEADING AND MANAGING CHANGE

DATE: 3<sup>RD</sup> AUGUST 2015

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is **compulsory**.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided



**QUESTION ONE**

**Read the Case Study below carefully and, answer the questions that follow:**

**HIROSKI-OKUDA AT TOYOTA**

Hiroski Okuda is a leader who isn't afraid to speak his mind or impose radical change in an organization. He is the chairman of the board at Toyota. Okuda served at Toyota's president- the first non-family member in over 30 years to head the company. Okuda justifies his outspoken and aggressive style as necessary to change the company that he believes has become lethargic and overly bureaucratic. Okuda moved ahead at Toyota by taking jobs that other employees didn't want. On one project Okuda noted, "Everyone wanted to give up. But I restarted the project and led it to success." It was his drive and ability to overcome obstacles that were central to his rise in the company's hierarchy.

When Okuda ascended to the presidency of Toyota in early 1995, the company was losing market share. Okuda attributed this problem to several factors. Toyota had been losing touch with customers in Japan. Competitors had also done a much better job at identifying the boom in recreational vehicles-especially the sports utility market. Toyota's burdensome bureaucracy also bothered Okuda. In his first 18 months on the job, Okuda implemented some drastic changes. He replaced nearly one third of Toyota's highest ranking executives. He revamped Toyota's long standing promotion system adding performance as a factor. Some outstanding performers were also moved up several levels in management at one time-something unheard of in the past in the company.

Okuda also worked with vehicle designers to increase the speed at which they get a vehicle from concept to market. Finally, he is using the visibility of his job to address a larger societal issue facing all Japanese businesses.

Unfortunately, some of Okuda's actions may have backfired. Speculation that he "overstepped" his boundary at times leads to his removal as president in June 1999. However, his strategic leadership, and the good he's done for the company didn't go unnoticed- it help him ascend to the chairman's job.

**Required:**

- a) How would you describe Hiroski Okuda's leadership style? Cite specifics where appropriate (10 marks)
- b) When a company is in crisis, do you believe that a radical change in leadership is required to turn the company round? Support your position. (10 marks)
- c) Would you describe Okuda's leadership style to be:
  - i. Charismatic,
  - ii. Visionary, and
  - iii. culturally consistent with the practices in Japan? Explain. (10 marks)

**QUESTION TWO**

Leadership has been defined as influencing the group to accomplish a mutually agreed upon task.

- a) Discuss the four (4) key areas that a leader helps the group to do. (12 Marks)
- b) Identify and explain three steps to a leader's great service. (3 Marks)

**QUESTION THREE**

- a) Individuals will successfully move from their Current State to their Future State through the five building blocks of successful change. Identify and write short notes on these blocks. (5 Marks)
- b) Define organizational readiness for change. (2 Marks)
- c) Discuss the four major types of change that may occur in an organization. (8 Marks)



#### **QUESTION FOUR**

Influencing change across even a subset of an organization takes a deliberate and continual effort by the individual or team that is trying to make it happen. Discuss the five key responsibilities of a change manager. **(15 Marks)**